

90 00460



GETTING THINGS DONE



VISIONS

&

GOALS

FOR

SAN

FRANCISCO



BY
MAYOR ART AGNOS

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A Two-Year Progress Report

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UNIVERSITY OF CALIFORNIA

by
MAYOR ART AGNOS

GETTING THINGS DONE

A Two-Year Progress Report

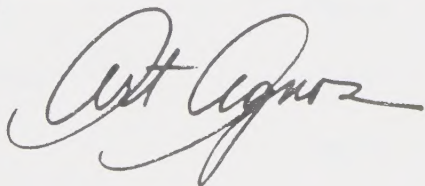
Mayor Art Agnos

As a candidate for Mayor in 1987, I set forth goals for my Administration in my book "Getting Things Done."

When I entered the Mayor's Office, I brought my book with me and kept it in my top desk drawer. I have regularly reviewed the goals I proposed as a candidate, and as my Administration reaches midterm, I would like to share with you the progress we have made.

Some of the goals already have been accomplished. Many more have been started and are well under way. Some have been put on hold. And there are a few proposals that I've decided don't work.

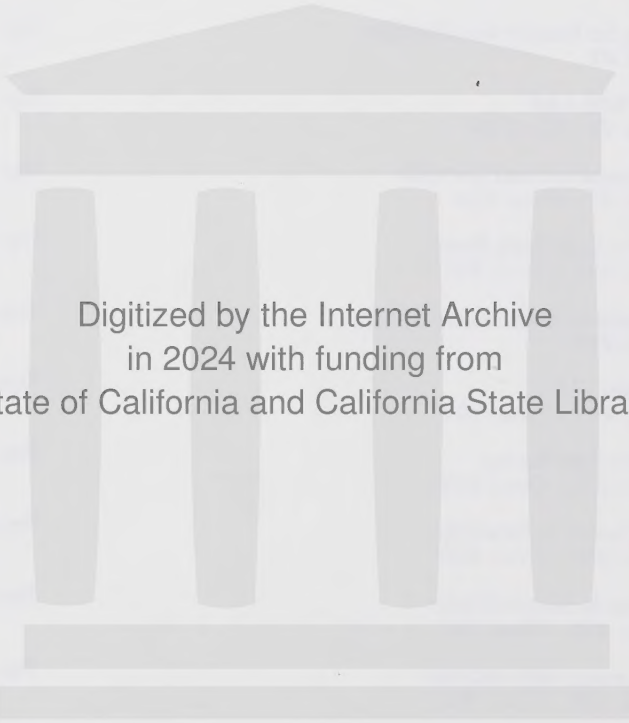
Whatever the status, you are entitled to a report on where things stand—and whether we're Getting Things Done.

A stylized, handwritten signature in black ink, reading "Art Agnos". The signature is fluid and cursive, with the first name "Art" and last name "Agnos" clearly distinguishable.

Mayor Art Agnos

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MAKING SAN FRANCISCO MORE AFFORDABLE

Goal #1

Page 29*. "Government can't keep San Francisco affordable by itself. But it can help fuel the engine of economic and social vitality which will do the job. Creating more housing that average working people can afford is a must."

We haven't made any noticeable difference for most San Franciscans. We have brought on affordable units at a faster rate than before, and in 1988, we won the city's first-ever "Award of Excellence" from the federal government for our successes in housing renovations.

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USE OF PUBLIC LANDS

Goal #2

Page 30. "We can begin by reducing the cost of new housing, both rental and home purchase units. We can maximize the use of city-owned property and by providing the land, we can reduce the costs to developers of profit and nonprofit housing."

We are using three parcels of city-owned land to reduce housing costs and improve affordability. In Hunters Point, a 61 unit affordable housing development was completed at Morgan Heights in March 1989. All of the town homes

were sold to families earning less than \$52,800 per year. On the old Poly High School site, 114 homes called Parkview Commons will be sold to families earning less than \$52,800 per year upon completion in February 1990. At both Morgan Heights and Parkview Commons, at least 30% of the homes are affordable to households earning less than \$35,200. Also 70 apartments for seniors are being constructed on air rights over the Broadway tunnel. This project is Pineview Terrace.

Goal #3

Page 30. "We can also use the public approval process to encourage developers to build more affordable housing and to construct units which meet the needs of area residents."

I signed a new ordinance that requires affordability to be permanently linked with projects when city-owned land is used, instead of the old provision which expired after 15 years. We also are using conditional use permits to win new affordable housing concessions from developers, and other strategies have resulted in more than 135 new affordable units at no cost to the city.

Goal #4

Page 30. "Joint ventures with developers could create housing over public parking, transit or water storage facilities."

Coleridge Park, over Standard Brands paint store, opened in July 1989. We've also won a commitment from the U.S. Postal Service to allow affordable housing over a new post office facility constructed by a nonprofit developer. Other projects are under way.

Goal #5

Page 30. "A just-completed assets survey conducted for the city could be used to target appropriate land and facilities for housing. We can keep an up-to-date accurate list of vacant land — public and private — with the goal of aggressively pursuing housing construction by working with housing developers, banks, and community groups."

I now have a list of city-owned property that is being matched for housing development. Over 100 potential housing sites have been identified, and a half-dozen sites are actively being explored. One site has had housing completed since my Administration began, and a second will shortly get under way. We still have to put together a list of privately owned property.

Goal #6

Page 30. "We also have to streamline the permit process, cut red tape to help developers through the often cumbersome construction process, and evaluate all fees charged to residential developers with an eye to further encouraging housing construction in San Francisco."

We've had some success, but no one can be satisfied with the current waiting periods. But the initial permit submission, which used to take three months, now takes 30 days. The Planning Commission also has been holding extra sessions to expedite its review.

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RENT CONTROL ON VACANT APARTMENTS

Goal #7

Page 31. "Vacancy control guards against arbitrary and unfair rent increases. It also stops unscrupulous landlords who place unfair pressure on tenants to vacate units so they can escape rent control limits and raise rents.

"A fair formula for rent control on vacant apartments must also provide ample consideration for landlords who have long-term tenants and do not raise rents for many years. That formula must also include provisions for unexpected and expensive repairs. When the tenants move out after a long period of time, the landlord should be given a fair chance to catch up to a more reasonable rent."

Supervisor Britt and I have proposed a vacancy control measure to meet this standard, and I will sign it as soon as the Board of Supervisors vote its approval.

Goal #8

Page 31. "Corporations should not be allowed to keep rent control apartments for visiting V.I.P.s. People who have rent-controlled apartments and have homes in other parts of the Bay Area, such as Marin County, should not be allowed to keep second apartments just for convenience in the city because of rent control."

This is not happening because there are too many legal obstacles to this approach, but I am tightening the loopholes some corporations use to operate rent controlled apartments for their out-of-town guests.

Goal #9

Page 31. "And irresponsible tenants shouldn't be permitted to abuse the court system when it is clear they don't have a good reason for not paying rent."

The strengthened Rent Board now has more resources and staff so that they can protect landlords as well as tenants from unfair and unlawful abuses.

Goal #10

Page 31. "Part of that policy must include a law I am sponsoring in the State Legislature to ensure the preservation of the current exemption of new housing construction from rent control in San Francisco."

This has not happened since I left the Legislature because state anti-rent-control forces killed this proposal. It would have answered a key objection — and anti-rent control forces can win only so long as rent control is as objectionable as possible to as many people as possible.

•

PRESERVE SINGLE-FAMILY HOMES

Goal #11

Page 32. "I will prevent this kind of abuse [demolition of sound housing] by vigorously enforcing existing codes, developing new ones where necessary, and orienting the Planning Department to ensure that proper enforcement takes place."

For all practical purposes, there no longer is demolition of sound housing for speculation purposes. Demolitions reached their highest level in 1987, when 190 homes were demolished. By 1989, there were only 40 demolitions — and they didn't involve housing that was sound and safe. I ordered a moratorium on demolitions and then started interim controls. A full ordinance will be introduced in February.

Goal #12

Page 32. "We need more than the existing four enforcement personnel."

We now have six enforcement personnel. We are also reorganizing the office to make its work more efficient.

Goal #13

Page 32. "I will strengthen provisions against demolition of sound buildings for speculation."

I put in strong interim provisions and will propose permanent provisions in February.

Goal #14

Page 32. "I will review and amend zoning and planning codes to ensure new development is appropriate and consistent with existing size and density."

The review is complete and amendments will be proposed this Spring.

Goal #15

Page 32. "For the short term, I support a one-year, city-wide moratorium on the demolition of sound housing."

I did provide a one-year citywide moratorium during the Demolition Task Force meeting period during my first year in office.

•

TAX INCREMENT BONDS FOR NEW HOUSING

Goal #16

Page 32. "The San Francisco Redevelopment Agency (S.F.R.A.) is the only municipal government body capable of issuing tax-increment bonds to finance new development, providing funds when other financing is not available. Since federal housing dollars have dried up, this may be the only practical alternative and we should carefully

explore it.”

It is now the policy of the Redevelopment Agency to fund new housing development. Last summer, it issued \$10 million in tax increment bonds for housing.

REVITALIZE S.F.R.A.

Goal #17

Page 33. “S.F.R.A. must never be allowed to engage in wholesale clearance of neighborhoods as it once did in San Francisco.”

There have been no demolitions of neighborhoods in my Administration.

Goal #18

Page 33. “It must use condemnation of property only as a last resort. It must exercise its authority only when economic need can be shown and only in blighted areas.”

We have not used condemnation at all during my Administration.

Goal #19

Page 33. “It must make affordable housing its number one priority.”

The agency now has a new Mission Statement making housing its top priority, and has hired its first-ever Housing Director.

Goal #20

Page 33. “In addition to existing housing monies, the city could create a special fund to supplement the down payment. In return for security, the city could obtain a second mortgage on the property. Funding could come from fines for serious Building Code violations or from tax increments. Just \$10 million to supplement down payments could help 1,000 San Franciscans buy homes.”

We have started a fund and \$455,000 has already been loaned to San Franciscans buying their first homes. The current balance in the loan program is \$1 million.

Goal #21

Page 33. "Finally, as I demonstrated with the Parkview Heights, Grosvenor Properties, and Standard Brands housing developments, if elected officials will only play the role of the mediator and negotiator through direct, aggressive involvement, real progress can be made in producing more affordable housing for San Francisco. If a State Assemblyman can use his good offices to make housing happen, imagine what an activist Mayor can accomplish with all the authority at his or her disposal."

In April, ground will be broken on the old International Hotel site in Chinatown after 11 years of stalled negotiations. In 1988, I ended the impasse on housing at the Poly High site.

•

PRESERVE PUBLIC HOUSING

Goal #22

Page 34. "Crime in housing projects is on the rise. We need an expanded police presence there."

Since May 1988, the 85-member Narcotics Task Force has increased its presence at 16 public housing sites and their adjacent areas. In 1989, Community Services Division officers were also assigned to public housing sites.

Goal #23

Page 34. "Drug pushers, when they're caught in the projects, must be moved out. The best way to do that is to prosecute them, convict them, and put them in public housing where they belong: state prison."

We are evicting drug dealers, and we have provided the resources to send more of them to prison. Citywide, some 2,000 paroles were revoked, and more than 10,000 convictions obtained in 1988 and 1989.

Goal #24

Page 34. "More emphasis needs to be placed on drug treatment

and we must provide alternatives for kids such as job training, recreational and tutorial programs.”

We succeeded in getting \$6 million in federal funds to eliminate waiting lines at drug treatment programs, and we have started a wide array of new programs for kids through the Recreation and Parks Department and with the business community for job training.

Goal #25

Page 34. “We should consider turning public housing into co-ops where people can own their own apartment.”

We are several years away from this being a practical alternative, because of repairs needed on the buildings, and training needed for tenants to become effective property managers.

Goal #26

Page 34. “Hundreds of low-income housing units in San Francisco are still vacant. That is a crime when hundreds of people in need of housing are on waiting lists today.”

We will have eliminated the backlog of vacancies by this September.

Goal #27

Page 34. “We should work with tenants to improve and maintain existing units and to reduce vandalism. That can happen only when people are given a sense of proprietorship in the place where they live.”

We are redesigning the actual layout of new housing projects to give more sense of ownership, and we are encouraging tenant associations to contract for maintenance and other services to encourage a sense of ownership.

Goal #28

Page 35. “I believe that tenants in public housing can be given a stronger role in managing their lives and improving their conditions.”

We are supporting the creation of nonprofit tenant associations to provide management and services in the projects.

•

FROM TAXATION TO PARTNERSHIP

Goal #29

Page 35. "Today more and more user fees and business taxes aren't the answer."

This is not happening because the budget I inherited when entering office was out of balance by \$172 million. I raised business taxes from 1.5 percent to 1.6 percent (raising approximately \$7 million), created a small business license fee at \$200 annually (also raising approximately \$7 million), and raised some user fees. However, I remain strongly committed to an entrepreneurial government that makes money with our own investments, and does not simply tax others.

Goal #30

Page 35. "Another of my goals is to make San Francisco City Hall a hub for entrepreneurial government. It can and should enter into public-private partnerships or joint ventures with business to make money which will pay for public services. We are doing some of this in converting the Mission Armory into a film studio using Community Development Block Grant money."

The China Basin ballpark plan and the proposal for developing city-owned land in Pleasanton and in San Mateo county are examples. If the city develops city-owned resources that aren't otherwise needed, we can earn a revenue stream that continues year after year. If we simply sold the property outright, it would be only a one-year windfall.

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IMPROVE THE BUSINESS CLIMATE

Goal #31

Page 36. "Seattle has 30 staffers in its development office; San Francisco has only nine."

Today San Francisco has budgeted 19 positions in my new Mayor's Office of Business and Economic Development (MOBED) to pursue the business goals proposed in my book.

Goal #32

Page 36. "One of the most topical areas of business discussion focuses on the Pacific Rim. As we pursue that new economic ground, I would recruit the most talented Asian-American businesspersons — a very special San Francisco resource — to work with me in an aggressive manner."

My Deputy Mayor for Business and Economic Development, James Ho, is Asian-American, as are a significant number of my business staff. We also have launched a first-ever "San Francisco Family" program of former San Francisco residents now living in Pacific Rim cities to help foster ties.

Goal #33

Page 36. "I would create a new, constructive business climate. I would do it with the same skills and techniques I used to negotiate with Standard Brands for senior housing, with Governor Deukmejian for G.A.I.N., and with the new landlords of the Good Life Grocery."

San Francisco had the highest rate of successful new business start-ups in the nation in 1988 and 1989, and now has one of the lowest unemployment rates. Business is also becoming a stronger partner with the neighborhoods, providing new minority youth employment programs, funding for the campaign for school renovations and the new Main Library, and other efforts.

Goal #34

Page 36 "If anything has retarded growth in our city's business climate, it is the absence of a credible business plan, the absence of meaningful participation by people, and the absence of trust on all sides. An Agnos Administration will change that."

We are developing strategic plans for such city business assets as the Port

and Airport, and by creating San Francisco 2000, we are creating a process for greater community involvement.

Goal #35

Page 37. "As Mayor, I will develop a division in my office devoted exclusively to business and economic development. It will be headed by a Deputy Mayor chosen with the advice and counsel of the business community."

I have a Mayor's Office of Business and Economic Development headed by a Deputy Mayor who was chosen with the advice and counsel of the business community.

Goal #36

Page 37. "My Economic Development Council will consist of business, labor, neighborhood and city representatives."

The Economic Development Council was begun in 1989 by the business leadership with my endorsement as a partnership with the city, business and labor groups. It does not yet include neighborhood representatives.

Goal #37

Page 37. "It will court the kinds of businesses we want to attract, cut regulatory red tape and serve as a clearinghouse for firms seeking to remain, expand or locate here."

The EDC does some of these functions, but my Mayor's Office of Business and Economic Development is working with city agencies to cut red tape.

Goal #38

Page 37. "It will offer one-stop shopping for neighborhood merchants needing technical assistance with insurance or lease negotiations."

This is being done through the One Stop Shop at the Mayor's Office of Business and Economic Development. In addition, this office provides seminars in lease negotiations.

Goal #39

Page 37. "It will energetically promote San Francisco's vir-

tues.”

The EDC promotion plan is in the works; meanwhile, I have directly promoted San Francisco with business trips and contacts in Pacific Rim cities, promotion of our hospitality industry following the October 17th earthquake, and a new outreach to businesses considering locating here.

Goal #40

Page 37. “First and foremost, San Francisco needs a business plan around which consensus is built. It doesn’t exist now. That plan must determine our place in the marketplace; we must pick out the businesses we want and go after them. Do we want tourism, high tech, low tech, or biotech?”

San Francisco 2000 is one step in this process. The Mayor’s Office of Business and Economic Development already has started work on the elements in our strategy.

Goal #41

Page 37. “The foundation of our plan will be built around those companies already in San Francisco which meet our criteria and contribute to the city with employment opportunities, tax base and civic involvement.”

We’ve started new efforts to promote and expand San Francisco businesses which give us a long-term advantage. We have a first full-time Film Office, a Fashion Industry Task Force, a Printing Industry Task Force, and other groups that represent a first-ever effort to support San Francisco’s existing businesses.

Goal #42

Page 37. “Next we must seek out those businesses which fit what we determine our priorities are. We should explore offering inducements such as temporary tax abatements to attract these targeted firms.”

Temporary tax abatements aren’t going to work for us so long as the federal cutbacks are in place. We are working for state approval of enterprise zone legislation. We are also succeeding in attracting new business that helps us, such as the establishment of United Airlines Pacific Rim hub and the relocation of UTA French Airlines from Los Angeles to San Francisco.

Goal #43

Page 37. "The city can help new businesses, especially smaller firms, with a fast-track, one-stop permit and approval process, with entree to business circles and affordable commercial rents."

MOBED opened a One-Stop Shop that has provided hundreds of responses to requests since opening last year. It cannot offer a one-stop permit and approval process at this time; however, we are working with the Department of City Planning to explore methods of streamlining the permit process.

Goal #44

Page 38. "Local business leaders should also be encouraged to contribute their contacts and expertise to help prospective enterprises."

This was the approach I used in taking a mix of business leaders on the Pacific Rim trip, where they could help each other as well as benefit from the city support and presence. My Real Estate Task Force and Small Business Advisory Commission are other examples.

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SAN FRANCISCO 2000 COMMITTEE

Goal #45

Page 38. "As Mayor, I want to personally lead a special forum to bring business and community together, to find common ground and unite disparate interests for the public good as we move toward the year 2000. Creation of a San Francisco 2000 Committee is a step towards that end."

On December 27, 1989, I named Arthur C. Latno, Jr., Executive Vice President of Pacific Telesis, as chair of the San Francisco 2000 Committee. In February 1990, I will name additional members, including four vice-chairs.

Goal #46

Page 38. "It will be composed of the diverse elements which make up San Francisco: big and small business leaders, trade unionists, neighborhood representatives, environmentalists, academicians . . .

people from each part of the city and from every walk of life.”

The Committee will be composed of at least 35 persons representing every sector and point of view in San Francisco. In addition, work groups will be formed to ensure broad public involvement.

ENCOURAGE SMALL BUSINESS

Goal #47

Page 38. “We will create a centralized data base of economic, demographic, and commercial information to help evaluate city progress towards key objectives and to track trends.”

The Small Business Advisory Commission is starting on a database on the city’s small businesses; MOBED maintains a database on industrial sites; and MOBED has begun development of a local and regional economic database.

Goal #48

Page 38. “We need to pass proposed legislation to ensure planning and timely lease negotiations between commercial tenants and landlords.”

The state ban on commercial rent control pre-empted any local legislation. Current efforts are focused on educating tenants about how to negotiate effective leases. Seminars, technical assistance, and referral services are used.

Goal #49

Page 39. “In addition, a citywide review of commercial leasing could assess the severity of rent pressures on businesses and the resulting impact on such items as lease rates and terms.”

While we haven’t undertaken a formal citywide review, my Real Estate Task Force has completed an Office Vacancy Study that analyzes vacancy trends in each of the five major office space submarkets based on price, age of building, floor size, view space and contiguous blocks of space.

Goal #50

Page 39. “We should distribute information on commercial

leasing and on referral resources which offer guidance and technical assistance.”

We are doing this.

Goal #51

Page 39. “Government can help by publishing clear and timely updates on changes affecting consumer, shoplifting and related laws.”

This hasn’t been done.

Goal #52

Page 39. “We can spur active community involvement on the ground floor of projects with a community-based economic development strategy which helps prevent opposition to new enterprises through cooperation and consensus building in the city.”

SF 2000 is part of this effort. Another recent example is the 24th Street Revitalization effort, which involved a coalition of community-based organizations that are jointly working with government to develop a strategic plan for the 24th Street commercial corridor.

Goal #53

Page 39. “Ensuring an adequate stock of affordable housing and efficient public transportation is essential so small business employees can live and get around in the city.”

The South of Market plan includes affordable housing mixed in with offices and businesses; the city also has started the first expansion of MUNI rail service since the system was completed in the early 1970’s. The Mission Bay plan also provides for a mix of housing, transportation and office space that will support this goal.

Goal #54

Page 39. “We must also keep money in the community by giving real priority in contracting to local and minority-owned firms as is provided in the Minority Business Enterprise/Women Business Enterprise Law.”

I signed a new ordinance with stronger minority hiring provisions in July 1989, and it is now being implemented. Also, one of our Neighborhood Economic Development Organizations (NEDO’s) offers procurement assistance by helping

match qualified minority businesses with available contracting opportunities.

Goal #55

Page 39. "Similarly, we will make growth and preservation of existing small business a distinct priority at City Hall."

This became a clear priority with the establishment of a stronger Small Business Advisory Commission with a budget and staff, which happened for the first time in city history in my Administration.

Goal #56

Page 39. "Small business incubators can act as start-up centers to help businesses cut red tape and offer affordable places to locate."

Through our Office of Community Development, we have supported San Francisco Renaissance, which currently houses a business incubator program with four businesses. Additionally, our plan to revitalize the former Hunters Point Shipyard includes substantial acreage to be used for start-up business, particularly minority businesses.

Goal #57

Page 39. "Careful use of zoning powers could keep rents stabilized and maintain a healthy mix of diverse business enterprises."

This is the approach for our South of Market plan, which passed the Planning Commission and is before the Board of Supervisors.

Goal #58

Page 39. "Finally, we can promote recycling of waste by helping small and minority firms to operate recycling businesses."

This begins with help for businesses that repair and reuse equipment and furnishings, so that we don't add to the landfill problem by throwing out items that can be useful. We also are encouraging city departments to buy recycled materials, and supporting community recycling centers.

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FOSTER MINORITY AND WOMEN-OWNED BUSINESS

Goal #59

Page 40. "The city also needs to adopt an aggressive policy of seeking out and helping minority- and women-owned companies which are capable of supplying the goods, supplies, and services the city needs."

I have established a series of strong steps to create more opportunities for women- and minority-owned companies. The results show in the choice of a developer for the Western Addition redevelopment Project, and the standards for minority business participation I am setting for the new Mission Bay project.

Goal #60

Page 40. "And San Francisco should help those firms having difficulty qualifying for city business by giving them the technical assistance they need."

In 1989 we presented a seminar, "Selling to the Government," that provided technical assistance. It was the best attended of the four seminars we sponsored, with 180 businesses participating.

Goal #61

Page 40. "As Mayor, I will establish an Office of Contract Compliance and Enforcement to review each and every city contract and to ensure that the absolute most has been done to include minorities and women."

This is not happening after I looked more closely at this approach. Instead, we added \$250,000 to the budget at the Human Rights Commission with new contract review authority.

Goal #62

Page 40. "I will also use the Mayor's budgetary authority to maximize compliance with my minority- and women-enterprise goals. In reviewing each department's budget, I will examine progress in meeting these objectives. If it is inadequate, I will tie spending authority to specific achievement goals, and have them reviewed weekly, if necessary."

I have set affirmative action goals for each department's hiring, and a system

to hold department heads accountable for minority contracting.

Goal #63

Page 40. "Other steps I will take include: designating commercial areas such as Third Street, the Ingleside, Lower Western Addition, the Mission, and Fisherman's Wharf as priority areas for neighborhood commercial development; creating a source of investment capital to support the start-up of businesses in these areas; having the city join with community groups to reduce bonding and insurance requirements on city contracts to help minority and small business firms become more competitive; and identifying projects similar to the Mission Armory, where communities can purchase equity shares in developments."

Efforts are under way in all these areas, including \$5 million for neighborhood economic development.

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PROMOTE REGIONAL COOPERATION

Goal #64

Page 41. "I'll issue a Declaration of Interdependence with the Bay Area — so we can start to plan, think and problem-solve together as a region instead of continuing separately the attempts to compete and outmaneuver each other."

We have substantially improved relations with the rest of the Bay Area, and while there is not a written "Declaration of Interdependence," there is a tangible spirit of cooperation that is helping all of us. The Pacific Rim trip that Mayor McEnergy and I took, which was a first of a kind, is one example. We also are participating in the Bay Area Economic Council and Bayvision 2020.

Goal #65

Page 40. "I will work to end the trade war between the Ports of Oakland and San Francisco. Northern California ports should work together to confront our true competitors: Long Beach, Los Angeles, Portland, and Seattle."

Members of the Port Commission and top staff met with Oakland's Port to develop a legislative strategy for the dredging issue and to discuss how to market our ports as a region.

Goal #66

Page 41. "As Mayor, I will initiate regular formal and informal meetings with mayors and elected officials from Oakland and other cities in the East Bay, San Mateo and Santa Clara counties."

We have substantially increased contact between San Francisco and other Bay Area counties and mayors. We also are discussing holding regular meetings of big city mayors.

Goal #67

Page 42. "An Agnos Administration will name a Director of Housing who, in concert with our neighbors, would aggressively pursue new housing construction through better use of public land, joint public-private ventures, and developer incentives."

I did this when I created the Mayor's Office of Housing and Neighborhoods. Brad Paul, who has an outstanding reputation for affordable housing advocacy, is my Deputy Mayor for Housing and Neighborhoods.

Goal #68

Page 42. "Better coordination with the Oakland and San Jose airports, as well as using tools such as landing fees, could end duplication, improve air service, and enhance tourism and business."

Federal rules govern airports, and so we are limited in the ways we can coordinate. To the extent possible, however, we have improved cooperation. Our joint promotion of the Bay Area to Asian tourists and our cooperation on prevention of terrorist attacks are recent examples.

•

LOBBY FOR DOLLARS

Goal #69

Page 42. "There is a lot more we can do in attracting federal and state support for San Francisco's needs in Washington, D.C. and at the State Capitol through expansion of our lobbying efforts, especially by qualified technical staff."

I hired Hellan Dowden to be our city's full-time lobbyist in the State Capitol, and I hired lobbyist Andrew Manatos, former Assistant Secretary of Commerce, as our lobbyist in Washington, D.C. Our aggressive presence and stronger coordination brought millions of dollars in new help, including \$40 million for transportation projects, and tens of millions of dollars for earthquake relief as a result of rewriting disaster aid rules proposed by our lobbying effort.

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TARGET WASTE AND INEFFICIENCY

Goal #70

Page 43 "So another major initiative I will inaugurate as Mayor is expanding the existing auditors in the Controller's Office into a City Auditor-Controller General with the assignment of aggressively targeting waste and improving efficiency in city government."

Goal #71

Page 43. "A City Auditor-Controller General, modeled after the state example, with a beefed-up staff of hard-nosed professionals, can conduct performance audits to ensure local government agencies are doing their jobs properly as required by law; comprehensive financial audits to evaluate City Hall's financial condition; and investigations into allegations of fraud or waste in the management of city programs."

I was able to appoint Sam Yockey, who did an outstanding job as my first Deputy Mayor for Finance, as the Controller in 1989. One of his initiatives was a request — which I accepted — for 6 additional staff for the Controller's Performance Audit Division.

The Controller has begun to conduct performance audits of city departments.

Each department will be audited once every five years. They will help us target inefficiencies we can correct.

Efficiency reorganizations resulted in savings of at least \$16.4 million in my first year in office, and improved efficiency in billings resulted in \$28.4 million in additional revenues.

Financial audits are routinely performed. One financial audit revealed inactive trust accounts and inactive overtime accounts which resulted in the transfer of \$2.1 million to the General Fund.

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COMMISSIONERS WHO TALK BACK TO THE MAYOR

Goal #72

Page 43. "I will change the commissions which the Mayor controls by naming people who are independent, who are close to the community, and who understand and are capable of participating in the open process I am committed to in government."

I have appointed more than 140 new commissioners, representing the full diversity of San Francisco's communities and neighborhoods. During these first two years, I have made it clear that I rely on the commissions to oversee the departments, and that their authority is not limited to an "advisory" role but that I expect them to directly set policy. I have asked for a new city ordinance that clears away legal obstacles so that commissions may meet in the neighborhoods.

Goal #73

Page 44. "The real test is whether the Mayor is someone who can listen when he or she is wrong. If you can't win an argument with your commissioners on the merits, then maybe your idea isn't any good."

When my commissioners and I disagree, I don't use these differences as litmus tests of loyalty that overshadow the talent and commitment they can bring.

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IMPLEMENT PROPOSITION M

Goal #74

Page 44. "As Mayor, I will sit down with the private sector and community organizations to work out a plan which encourages balanced development.

This is happening on a number of fronts, including the South of Market plan and Mission Bay.

Goal #75

Page 44. "I will appoint a Planning Commission which carries out the planning guidelines contained in Proposition M, including housing and historic preservation, and small business development."

All of the Planning Commissioners I appointed supported Proposition M.

Goal #76

Page 44. "Middle-income working families are being pushed out of our city. Under an Agnos Administration, that will stop."

The rate of building affordable housing is increasing, and we have redefined "affordable" to include San Franciscans who were shut out of earlier programs, but we haven't stopped prices from driving out middle-income families.

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TRANSIT FIRST

Goal #77

Page 45. "My transportation program has two simple goals: improve public transit and reduce the number of private vehicles."

Among other steps, I campaigned for the half-cent sales tax plan, approved by more than two-thirds of the voters last November, that includes the largest commitment to public transit of any county plan implementing this tax. Nearly 70% of the funds will go for mass transit, amounting to some \$700 million over the life of the program.

Goal #78

Page 45. "A comprehensive citywide plan which aims to reduce the overreliance on private cars needs to be implemented by the Mayor. But we can't achieve that without a faster, more efficient, and safer public transportation system featuring bus, rail and streetcar elements. I will push for measures to help public transit vehicles move more quickly on key arterials."

My transportation plan includes efficiency steps that will move public transit more quickly between destinations. For example, the new MUNI Metro Turnaround under the Embarcadero will allow MUNI Metro trains to operate more efficiently and with greater frequency. Engineering and design work is already completed; construction will begin in the middle of 1991.

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FIGHTING AIDS**Goal #79**

Page 45. "As Mayor, I'll continue these kinds of initiatives with the primary goals of preventing the spread of infection and assuring treatment and support services for all those with AIDS, ARC, and related HIV infections."

My Administration has been marked by new initiatives, including those promoted by my HIV Task Force. We have increased AIDS funding by 37%, including funding for a number of first-of-a-kind programs of care.

Goal #80

Page 45. "I will also use my office to press for federally funded pilot programs with San Francisco designated as a center for such projects — beginning with skilled nursing facilities, which we currently lack."

San Francisco successfully competed for \$10 million in federal and \$5 million in state grant support for FY 89-90. We have added more than 50 beds for those needing nursing help.

Goal #81

Page 46. "I'll pull together business, insurance and healthcare leaders to address new treatment alternatives that can lower their costs."

Goal #82

Page 46. "Creating a public-private sector prevention task force to coordinate work place, school and targeted population education programs . . ."

Goal #83

Page 46. "As Mayor, I will establish a public-private partnership task force on care to encourage employer options in benefits for home health and hospice services and support ancillary home support services such as Open Hand, which brings nutritious meals to people at home; current city policy covers only meal deliveries for seniors."

I approached these three targets by naming a 21-member Mayor's Task Force on the HIV Epidemic in January 1989. It includes representatives from business, health care, religion, the media, community groups, the schools, and people with AIDS and HIV. Its recent report has been called "unexcelled" in the nation.

Goal #84

Page 46. "I will also make passage of major AIDS legislation a top priority for the city's lobbyists in Washington and Sacramento."

I worked with Surgeon General Koop to win his opposition to Proposition 102 (Dannemeyer) on the state ballot. I also served on the statewide Steering Committee against Proposition 102, which we successfully defeated. I addressed the U.S. Conference of Mayors at their June 1989 meeting and challenged them to exert strong leadership for new federal priorities in reimbursing cities for AIDS-related costs, especially early intervention. I also testified before Congressional and state legislative committees for San Francisco AIDS programs.

Goal #85

Page 46. "My other goals include, but are not limited to, stronger emphasis on culturally sensitive educational outreach to Blacks, Hispanics and Asians."

I obtained increased grant funds for minority education in 1988. In 1989, I increased the city's General Fund support for the Office of AIDS from \$5.3 million in FY 88-89 to \$7.53 million in FY 89-90, a 41% increase.

Goal #86

Page 46. "And expanding voluntary antibody testing programs to include more substantive counseling, services, and studies."

We have expanded our services, and plan further expansions using both federal and state funding.

Goal #87

Page 46. "I will also press for creation of a skilled nursing facility at the former Public Health Service facility."

While work continues on obtaining full federal funding for such a facility, I am dissatisfied with the planning to date and do not intend to pursue this as a strategy unless an acceptable plan is developed for incorporating this facility into our AIDS program needs.

Goal #88

Page 46. "And a city-sponsored information network on experimental drugs, protocols, and referral services for physicians and patients."

In 1989, the Health Department named a coordinator for HIV services who will assist in this goal.

Goal #89

Page 46. "The city should be a provider of last-resort assistance for patients unable to purchase AZT or other drugs proven effective or recommended by the Department of Public Health."

I cut through the obstacles to make sure AZT was distributed to those in need the first week I entered the Mayor's office. Since then, I have won new state approvals so that more people can qualify for this assistance.

Goal #90

Page 46. "We can substantially increase our share of state and federal funding with pilot demonstration projects to show cost-effectiveness and skilled case management. We should lead the effort to win alternatives in state and federal criteria for eligibility for people by broadening Medi-Cal to include those with ARC and by winning congressional approval to include AIDS in Medicare programs. Alternatives in the reimbursement formula for state and federal services

can also be won, including reimbursements for hospice, hospital and home care, and residential facilities.”

There have been some improvements, but not nearly enough. I am working with our lobbyist in the State Capitol and our lobbyist in Washington, D.C., to secure more changes.

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DISTRICT ELECTIONS

Goal #91

Page 47. “I believe district elections will reduce campaign budgets in Supervisors’ races to between \$50,000 and \$100,000. That is the kind of budget which a candidate coming from a community base can reasonably hope to raise. I am the only candidate for Mayor who has consistently favored district elections of Supervisors.”

I continue to favor district elections. Currently, successful challengers for the Board of Supervisors have to spend as much as \$250,000. I look forward to proposals developed by the Board of Supervisors for voter approval, and hope that they will include all the elements that I feel are important.

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SET UP MAYOR’S STATIONS

Goal #92

Page 48. “We need to reconnect the neighborhoods with their government by making the Mayor and his or her staff accessible to ordinary citizens in their own communities. In Baltimore, Maryland, for example, the Mayor’s staff is working in local neighborhoods out of existing public offices and facilities such as available space in libraries.

“When people are confused or frustrated, they should be able to have access to the Mayor.”

The first two Mayor’s Stations have been established at the OMI Recreation

Center and in the Marina. The stations are open in the evenings and on weekends to provide working San Franciscans an opportunity to connect with City Hall during off hours.

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"NO" TO THE *MISSOURI*

Goal #93

Page 48. "My opposition to homeporting the battleship USS *Missouri* at Hunter's Point is grounded on concerns shared by many San Franciscans over damage to the environment, the need for nuclear disarmament, job bias by the Navy, and destruction of existing small businesses in San Francisco."

I continued to oppose the homeporting plan, but accepted the voters' decision to pursue the *Missouri* homeporting plan. However, the federal government cancelled the agreement because it did not make good budget sense.

Goal #94

Page 48. "What happens two years from now, when a new President is looking for budget cuts and goes after the most obvious budget bloats?"

In fact, then-President Ronald Reagan and his Commission termed the San Francisco homeporting plan unnecessary only a year later; President Bush pushed this further off the agenda by calling for actual mothballing of two of the four battleships in the Reagan homeporting plan.

Goal #95

Page 48. "Why did it take a mayoral campaign debate for City Hall to pay attention to the fact that the Navy discriminates against gays who would be denied security clearances required for many *Missouri*-related jobs?"

I continued to work with the American Bar Association and others to change the Pentagon's discriminatory policy against lesbians and gay men. I also have not ducked other discrimination issues since becoming Mayor, including the Olympics and Monitoradio.

Goal #96

Page 50. "Why did it take a mayoral campaign debate for City Hall to make some plans for the 190 small business people, the more than 300 artists and craftspeople and their employees, who will be displaced by the *Missouri*?"

The Hunters Point shipyard artists community now is hailed as the largest important artists "colony" in the United States. I am continuing to work to stabilize the situation for businesses and artists at the shipyard,

Goal #97

Page 50 "What about the environmental damage dredging would cause the Bay?"

The Port has urged the Army Corps to take a strong leadership position in coordinating and funding a study to look for environmentally feasible sites for dumping. The Port is working with other state agencies, ports, shipping lines and the Corps to develop a legislative strategy that will secure a source of revenues to complete this critical study. The study will provide some long-awaited questions about the impacts of dredge spoils on marine wildlife and fisheries.

Goal #98

Page 50. "All of the public opinion polls say my position is unpopular. I believe leadership is not telling people what you know they want to hear . . . it is, rather, telling them what they need to hear."

I believed it was my responsibility to tell voters that the homeporting plan was a political deal, not an economic one, and that a new President could reverse it almost overnight as President Bush did. Other politicians knew the same thing, but chose to play politics instead.

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PARKING

Goal #99

Page 50. "As Mayor, I'll reduce fragmentation and improve efficiency by consolidating parking functions in one Traffic and Parking Commission."

Voters approved a plan for a new Parking and Traffic Commission in 1988, and the State Legislature passed enabling legislation in 1989 to allow its implementation. I have now appointed the Commission, and a new Executive Director, Rina Cutler, has been hired.

Goal #100

Page 50. "Then I'll insist that the Commission enforce laws against double parking; modernize parking ticket collection services, including use of new integrated computers; and step up enforcement against overtime parking violations and 'meter feeding.'"

The collection rate on parking tickets rose over 10% in the first few months after I started a new enforcement program. I believe the new Parking and Traffic Commission will develop even better ways to improve this situation.

Goal #101

Page 50. "I'll overcome the obstacle of liability insurance to promote increased use of private attendant parking at gas stations and other off-street sites normally closed during peak hours; convert white and excessively long red curb zones to parking where possible; plus survey, update and, if feasible, remove obsolete colored zones which restrict parking spaces."

We've leased new lots in the neighborhoods and are surveying curb markings to see how more parking spaces can be added.

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REMOVE ABANDONED CARS

Goal #102

Page 51. "My proposal is to permit the State Department of Motor Vehicles to collect \$1-a-year fees on vehicle registration to pay for removing abandoned cars. An Abandoned Vehicle Abatement Authority would be created by a vote of the people to authorize the \$1-per-year D.M.V. fees to dispose of abandoned vehicles."

This approach is not happening because my state legislation for this was killed at the State Capitol. However, we put another strategy into place and

more than 9,500 abandoned cars have been towed since I became Mayor. There are about 1,000 abandoned cars on the streets today, with 125–150 more abandoned each week. We are towing over 200 abandoned cars each week, and at this rate all abandoned cars would be removed by this fall.

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BATTLING CRIME

Goal #103

Page 51. “We can put more beat officers on patrol in the neighborhoods so they can see and interact with merchants and residents.”

I started a pilot program in the Mission, and in six months we will evaluate it for use in other parts of the city. Community reception to this pilot has been excellent. Among the things being measured is whether increased beat officers results in a reduction in police calls and a change in arrest statistics.

Goal #104

Page 51. “I will fight for full funding of the Police Department. We can bring it up to authorized strength. That means 2,000 officers instead of the 1,830 we currently employ.”

The number of officers actually declined during my first two years in office because of hiring freezes. This year, we will graduate three new classes of recruits — more new officers than we added in the last 5 years *combined*, and the most it is possible to train and bring onto the job. We are continuing to build the police force up to full strength as the budget allows in tight fiscal times.

Goal #105

Page 51. “Domestic violence is a major problem in San Francisco. Prosecutors and police agencies are supposed to make sure that cases get prosecuted. But resources are often so slim that a lot of cases still fall between the cracks. We must make sure they do not.”

I doubled the funding for domestic violence programs and added staff to the Commission on the Status of Women and the District Attorney’s Domestic

Violence program so that cases will be tracked and no longer fall between the cracks.

Goal #106

Page 52 . “We must expand the drug task force to crack down on small drug dealers and narcotics-related violence which prey on the neighborhoods.”

This task force has been expanded, and now officers are being deployed throughout the city in district stations.

Goal #107

Page 52 . “We can also battle drugs by expanding the San Francisco Police Department’s community relations unit, which conducts drug education at local schools.”

Police officers are now teaching in all the 72 public schools. They addressed 21,000 children in 1989. Also, the program was expanded to include all interested private schools in the city.

Goal #108

Page 52. “Crime abatement committees, such as those in Bayview-Hunters Point, can have a powerful impact on all the problems related to crime and drug abuse.”

The city has increased its partnership with the Bayview-Hunters Point Crime Abatement Committee and is studying using it as a model for other areas.

Goal #109

Page 52. “The S.F.P.D.’s senior escort program takes seniors living in high-crime areas who are shut-ins or who are barely mobile to church, stores, or doctor’s appointments. It relies on grants and other support. This program should be better funded.”

Sometimes better funded means spending money wisely. An audit showed Senior Escort trips cost \$67, compared with a \$20 cost per shuttle. I recommended a reorganization that cut five administrative positions, and increased street patrols — worth \$200,000 more in services. The Board of Supervisors rejected this in 1989.

Goal #110

Page 53. "Another effective program which should be augmented is the Police Decoy Unit. Having officers pose as potential victims catches muggers who savage elderly residents in the Tenderloin. This program should be an ongoing endeavor instead of a hit-and-miss project."

This unit doesn't exist under this name any longer, but the services it provided are now offered by another detail as an ongoing endeavor as promised and with better success.

Goal #111

Page 52. "Increased use of Community Boards is another tool which will aid law enforcement. They exist throughout the city, and are staffed by volunteers skilled in conflict resolution. In many cases, minor disputes currently handled by the police can be adjudicated by community boards. This frees the police to concentrate on more serious matters."

Community Boards, as a subgrantee in the San Francisco Gang Prevention Program, under the direction of my Public Safety Office provides training and facilitation in family communication skills and parent trainer programs, conflict management training for youth and outreach workers, and gang prevention and negotiation workshops for other grant participants.

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THE LIBRARY**Goal #112**

Page 53. "A new library is vital to the civic, cultural and intellectual life of the city. We've had enough studies and task forces. Let's act."

Goal #113

Page 53. "A new library on Marshall Square can be financed through private and public funds, including a bond measure and current state legislation to provide \$250 million for libraries."

I proposed Proposition A on the November 1988 ballot to authorize a \$120

million city bond issue for the construction of a new Main Library on Marshall Square in Civic Center and for the seismic safety upgrading of five historic branch libraries. In July 1989, James Ingo Freed, a distinguished architect and a partner in the firm of famed architect I. M. Pei, was selected as the architect of the building.

Goal #114

Page 53. "Many libraries already act as de facto 'latchkey child' programs for kids who go there after school; with that in mind, services for children should be given a high priority."

In FY 1989–90, I budgeted significant funds for children's reading programs at Oceanview, Ingleside, Portola, Visitacion Valley, Walden and the Mission library branches, providing part-time jobs for teens as well as needed new programs for children.

Goal #115

Page 53. "In the process of building a new library we must take care to keep the existing library building in a manner that preserves its architectural beauty as well as the integrity of the Civic Center itself."

At the November 1988 election, the voters approved the establishment of the Asian Art Commission as a charter commission and agreed to the transfer of the current Main Library building in Civic Center to become the new home of the San Francisco Asian Art Museum. A private fundraising campaign has been established to raise the entire amount needed to fund the adaptation of the historic library into the museum's new home.

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THE ARTS

Goal #116

Page 53. "Our obligation is not only to nurture the ballet, the symphony and the opera, but to promote art in the neighborhoods which reflects the rich ethnic and cultural diversity of San Francisco through our filmmakers, performers, craftspeople, and visual artists."

I am an advocate for more neighborhood and community inclusion in arts funding, and I have named a Mayor's liaison to the arts who has strong experience in community and neighborhood arts programs. In 1989, I signed Supervisor Alioto's legislation creating a new Film Commission.

Goal #117

Page 54. "The Arts Commission should work as a cultural clearinghouse to promote our San Francisco artists."

The San Francisco Arts Commission is a partner in Festival 2000: A Celebration of Cultural Diversity, which will premiere more than 25 works of art by San Francisco artists. An Arts Master Plan is being developed by the Arts Commission this year, which brings together community and neighborhood arts activities as well as the city's best-funded arts organizations so that we can expand our support of San Francisco's broad diversity of artists.

Goal #118

Page 54. "Neighborhood centers should be brought up to code and repaired. Then all of the city's arts and cultural facilities should be correlated; small quartets and ballets as well as other types of performances could tour the neighborhoods, winning fans and converts, and offering lessons. The best of the local acts could be booked for downtown appearances."

We continue to upgrade and remodel neighborhood cultural centers to allow increased use by members of the community. A new heating system is being placed in the Mission Cultural Center, and plumbing work is scheduled for the South of Market Cultural Center.

We also are supporting improvements at the Bayview Opera House and in the Western Addition Cultural Center through the Office of Community Development.

The San Francisco Museum of Modern Art is hosting a slide lecture at the Mission Cultural Center of the works of Graciela Iturbide, in conjunction with the show at SFMOMA in February 1990. The Asian Art Museum assisted in the distribution of over 200 posters of works in the collection to San Francisco schools in an effort to bring works of art into our City's schools. Finally, the DeYoung Museum will announce a show of African and African-American art.

Goal #119

Page 54. "We must cut bureaucratic red tape in out-dated

building codes and other regulations which inhibit the availability of artist spaces. The codes should maintain safety, but also allow flexibility artists need. Project Artaud, the oldest working artists' cooperative on the West Coast, is a model we should replicate elsewhere in the city."

I signed into law an artists live/work space ordinance that is serving as a model for over a dozen American cities. In addition, after almost two decades, Project Artaud itself will no longer face threats of condemnation and eviction.

Goal #120

Page 54. "We can challenge corporations and foundations to work with neighborhood centers to sponsor programs and obtain grants; encourage midsize and small firms to contribute funds, space, and resources to support art activities; promote art and music classes for children, young adults, families and seniors in schools and other neighborhood sites; bring classrooms together with cultural centers, libraries, and senior centers for artwork, exhibitions and performances; match aspiring youngsters with established artists and groups; and develop more city-sponsored, after-school art programs in local communities."

More than \$2 million will be available for community arts programs with a special emphasis on youth arts programs from expansion of the bus shelter program to Market Street. This represents an historic agreement for arts funding.

Goal #121

Page 54. "Volunteer artists could create and perform in classrooms, and businesses can support "Artists in Residence" to work with youngsters in neighborhood schools."

With the assistance of the California Arts Council, San Francisco continues to maintain an "Artists in residence" program providing skilled artists in schools and social institutions. Over 60 artists worked in public schools and community centers in 1989 alone.

Goal #122

Page 54. "A Youth Art Apprenticeship Program will help fight graffiti. We should match aspiring youngsters with established artists and organizations."

We don't have the Youth Apprenticeship Program that I set as a goal, but

we have a new initiative which places poster art from San Francisco youth on the new bus shelters.

Goal #123

Page 54. "I will also work with the Recreation and Parks Department to establish more after-school arts programs for young children."

The Recreation and Parks Department has developed two after-school arts programs. The first, ARTS VAN GO, is a van which goes to all the recreation centers. The second is an arts instructor who also goes site-to-site after school and teaches art.

Goal #124

Page 55. "San Francisco needs space for a world-class Modern Art Museum. I will aggressively pursue creation of a consensus plan from developers and people from every neighborhood."

I worked to have the San Francisco Museum of Modern Art locate a new home at Yerba Buena. An agreement was signed in 1988, and a \$70 million capital fund is being privately raised. An architect has been selected.

Goal #125

Page 55. "Finally, we will encourage greater involvement by artists in the design of buildings and public places. The new Candlestick Cultural Center was designed by artists and regular architects — the entire site will be a work of art."

The Candlestick Cultural Center will be under construction in 1990. Also, for the first time, a San Francisco capital improvement project has included artists at the very beginning of the design process. The Embarcadero Transit Project has hired artist Roger Berry to assist in the development of the Master Plan with Bechtel Corporation. As a member of the design team, he has completed cultural and historical overlay, including perceptions of the area which will affect tangible design considerations such as sidewalk widths and landscaping.

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HEALTH CARE

Goal #126

Page 55. "They [community-based clinics] should become partners with the Department of Public Health; city public health officials should cooperate with and recognize community-based clinics as an important ingredient in a comprehensive health care system."

Goal #127

Page 56. "We need a comprehensive community-based health program which integrates into one system all the services provided by the Health Department: hospitals, mental health, community-based clinics, alcohol and drug programs, and skilled nursing facilities."

In 1988, the Director of the Department of Public Health hired Dr. Sam Ho to reorganize the present District Health Centers into primary health care clinics. In 1989, to meet increasing health care needs throughout the city, the Health Department began organizing its public health centers into a system of neighborhood clinics. These clinics offer family-and-community oriented services including home care services and public health nursing with links to community mental health services and to San Francisco General and Laguna Honda Hospitals.

Goal #128

Page 56. "Seven-week waits for health care appointments and three-week waits for drug rehabilitation programs are as unacceptable as five-minute delays in ambulance services."

The city aggressively sought and received \$6 million to reduce client waiting for substance abuse programs. This should provide 873 new slots including residential outpatient and methadone maintenance.

Goal #129

Page 56. "I will also explore options such as a city-sponsored health maintenance organization to provide case management services to the uninsured."

My staff is studying this possibility and evaluating similar efforts in other cities.

Goal #130

Page 56. "Duplication and overlap can be reduced with im-

proved cooperation between the Departments of Public Health and Social Services."

Since 1988, the General Manager of Social Services and the director of Public Health have met regularly to discuss issues of mutual concern with the Deputy Mayor of Health and Human Services. They also meet together with me on a regular basis.

Goal #131

Page 56. "My goal will be to encourage development of innovative community-based mental health programs, such as the Tenderloin Self-Help Center, which keep people out of expensive hospitals and, where safe, allow them to live in their own communities."

I am supportive of the changes of district health centers to primary health centers. I also have provided for cost-of-living increases to community-based clinics.

Goal #132

Page 56. "Preventive care must include outreach to minority communities through culturally sensitive, locally based programs."

San Francisco's health approach now puts a priority on neighborhood outreach.

Goal #133

Page 56. "As Mayor, I will make it a priority to give every pregnant woman access to comprehensive prenatal care from conception to birth. This will require a strong commitment to community outreach."

I provided \$1 million to Planned Parenthood after state funding was vetoed by the Governor, and I worked to successfully restore state funding for family planning.

Goal #134

Page 57. "Adolescents, who are at high risk for drugs, pregnancy and mental health needs, must be targeted through comprehensive programs in schools and communities."

We have substantially expanded the school drug education program for all children. The Recreation and Parks Department now provides education, along

with the school district, for high-risk youths through our Recreation Centers. To help chronically mentally ill adolescents, the Department of Social Services and the Health Department have opened a 10-bed community mental health residential treatment facility.

Goal #135

Page 57. "I support adequate funding of health care services identified for women in all areas of care. There needs to be an expansion of residential programs for women in the treatment of alcohol, substance abuse, and mental health problems. This includes the availability of child care at all city-funded health facilities so they are made accessible to women."

We are opening new residential facilities for women with substance abuse problems, and I have obtained state funding for a new program of outreach to crack-addicted women. In addition, I am supporting my wife Sherry's program of raising private contributions to create Phoenix House, a residential facility for pregnant women addicted to crack.

Goal #136

Page 57. "Underreported domestic violence must be considered a health issue affecting this severely underserved population. The extent of the problem and needed funding for services must be identified."

I named a Task Force, headed by Roberta Achtenberg, which reported on the need for a newly empowered Commission on the Status of Women with special emphasis on domestic violence. I accepted the recommendation, signed a new ordinance into law which gave the Commission subpoena powers for the first time, and doubled the city's funding for this program.

Goal #137

Page 57. "Finally, San Francisco can't concentrate substance abuse services on methadone maintenance for heroin and ignore the need to treat people using other equally dangerous drugs such as I.V. speed, cocaine, crack, and PCP."

I have worked with community organizations and the Health Department to secure \$7.5 million in federal funds for substance abuse programs, particularly those aimed at crack. I also am working with the Mayor's Drug Symposium Task Force to implement recommendations across the board in a comprehensive fashion.

SENIORS

Goal #138

Page 57. "The San Francisco Adult Day Health Network, a consortium of service centers which offers quality medical care and support services outside the confines of a nursing home environment, has won national recognition and should be expanded to keep the elderly independent and out of depressing and costly institutions. Seniors should be able to obtain health care and support services in their own neighborhoods."

The San Francisco Adult Day Health Network continues to provide excellent cost-effective services to seniors. I continue to support their efforts.

Goal 139

Page 57. "As Mayor I will seek new funding for crucial senior programs, including adult day health care, respite care, family counseling, In-Home Supportive Services, and senior medication education."

I increased funding for senior services at the North of Market Senior Center, the Commission on Aging nutrition programs and MUNI's paratransit program, which serves the elderly and infirm.

Goal #140

Page 58. "A novel program we should expand through the use of volunteers is the Senior Telephone Tree in Bayview-Hunters Point. Elderly people receive one phone call each day to ensure that their needs are being met."

I used this program as a model when we started the "Adopt a Senior" program in the Marina Mayor's Station. This new volunteer effort, established following the October 17th earthquake, pairs seniors in need of companionship and help with chores with volunteers from the neighborhood. Over 300 seniors in the Marina have been helped so far.

Goal #141

Page 58. "We need a coordinated public education effort to prevent and properly respond to abuse of the elderly."

The Commission on Aging works closely with the Office of Elder Abuse

Consortium located at Mt. Zion. The consortium deals with 700 cases per year.

Goal #142

Page 58. "I propose extending the rights seniors now enjoy under San Francisco's rent control ordinance through the enactment of state legislation I wrote to prohibit the eviction of seniors without just cause."

I continue to support this approach, although state organizations opposed to rent control continue to block this effort.

Goal #143

Page 58. "My proposal to dispatch more beat officers and beef up the S.F.P.D.'s Decoy Patrol and Senior Escort Program will help protect and reassure retired residents."

We are dispatching more beat officers, and providing support for efforts which protect seniors and neighborhoods with a high concentration of seniors.

Goal #144

Page 58. "Improving public transit in the city—and keeping fares affordable — are also of direct benefit to seniors."

Although most MUNI fares were raised to cover the deficit, senior fares were kept at 15 cents, with a monthly pass costing \$4.50. We are expanding MUNI light rail for the first time since the system was completed in the early 1970s.

Goal #145

Page 58. "Our city Commission on Aging does a fine job. I will continue to personally support its work."

I have appointed hardworking commissioners who have earned the respect of the senior community and the Department of Aging staff.

Goal #146

Page 58. "As Mayor, I'll also continue other reforms I enacted as a state lawmaker, including legislation aiding brain-damaged adults and their families."

This effort continues, and includes such programs as the Adopt-a-Senior program in the Marina following the October 17th earthquake. I also support

reform of foster care rules so that grandparents can be reimbursed rather than impoverished when they become primary caregivers and save foster child placement slots.

WOMEN

Goal #147

Page 58. "As Mayor, I will support wage equity programs to end gender-based disparities in San Francisco's civil service."

Despite San Francisco's budget deficit, I negotiated the most progressive pay equity agreement in the country, which represents a more-than-\$100 million commitment over the next three years to close the pay gaps between jobs traditionally held by minorities and women and those held by white males.

The new agreement, covering about 10,000 city employees, was negotiated despite intense pressure from the private sector to do away with pay equity to help balance the budget.

Also, the new agreement with city nurses is historic. It provides for a wage and benefit package which places San Francisco General and Laguna Honda Hospitals at the top of the list of public hospitals for nursing recruits. As a result of the new agreement, the nurse vacancy rate at General Hospital will likely disappear in 1990.

On July 1, 1989, I signed a new MBE/WBE ordinance, the first passed by any city following the U.S. Supreme Court opinion on minority contract set-asides. The San Francisco response was a stronger, fairer ordinance.

I also formed the first Affirmative Action Task Force in the Mayor's Office to oversee and enforce MBE/WBE goals and to ensure that women-owned businesses receive a fair share of contracts.

Goal #148

Page 58. "We must encourage union and city apprenticeship programs to reach out to women."

I named a founder of Women in the Trades to the Commission on the Status of Women, and have given the Commission authority to hold departments responsible for contracts to ensure that women are included.

Goal #149

Page 59. "I'll also make a priority of enforcement of minority- and women-owned business contract programs to send a message to the private sector that the city is serious about redressing women's economic inequities."

I have added new staff to the Human Rights Commission to ensure that contract goals are enforced, and I am requiring department heads to report on their contracts to minority- and women-owned businesses.

Goal #150

Page 59. "I will also carry through on my commitment to name and hire a much more equitable percentage of women for mayoral appointments and civil service positions."

Maggie Jacobson, former union leader and longtime Federal Mediator, is the first woman to be appointed San Francisco's Director of Employee Relations. I named the first women Deputy Mayors in San Francisco—Carol Wilkens as Deputy Mayor for Finance, Myra Snyder as Deputy Mayor for Health and Human Services, and Gayle Orr-Smith as Deputy Mayor for Public Safety. I also have named women to head major city departments, including the Department of Social Services and the newly powerful Parking and Traffic Authority. To ensure that Departments meet these goals, the Commission on the Status of Women has been given subpoena powers to bring forth records and create remedies.

Goal #151

Page 59. "I will initiate a survey of city-owned property to identify locations for day-care centers and coordinate a drive to encourage local businesses to help support such facilities for working parents."

I am working with the Airport Commission, San Mateo County Supervisor Anna Eshoo, and unions to create a child care center for employees of the airport. I am also exploring providing child care facilities for the nurses at San Francisco General Hospital.

Goal #152

Page 59. "Joint School Board and Recreation and Parks Department after-school activities programs will be negotiated to provide supervised options to care for latchkey children."

Latchkey programs are being expanded to include activities in the late

afternoon and early evenings for teens at recreation centers in Hunters Point, Midtown Terrace, Merced Heights, Richmond and the Tenderloin. Fees are waived for families that cannot afford to pay; others pay \$10 per month.

Goal #153

Page 59. "My landmark G.A.I.N. workfare program will be made fully operational in San Francisco. I will see to it that the reforms I authored in Sacramento will enable poor women and their families living here to get the support, education, training and counseling they need to escape the trap of poverty and achieve independence and self-sufficiency."

I hired Julia Lopez, staff director of the State Legislature's GAIN implementation program, to head the Department of Social Services. Karen Pierce has been hired to direct the city's GAIN program. It is now in the first stages of implementation.

Goal #154

Page 59. "I am also committed to terminating all city benefits and privileges afforded private clubs which discriminate."

I remain committed to this position and strongly supported City Attorney Louise Renne's effort to end discriminatory membership policies at the Olympic Club.

Goal #155

Page 59. "I'm a longtime advocate of comparable worth to end gender-based disparity in salaries for jobs traditionally held by women and minorities."

I held the line on comparable worth for city workers when others sought to have our promise broken because of the budget deficit I inherited.

Goal #156

Page 59. "As Mayor I will continue to support women's full range of reproductive rights, more equitable flextime and pregnancy leaves, and new employment opportunities for women in jobs and occupations traditionally closed to women and minority people."

My new Family Policy Task Force will make recommendations on leave policy. I supported funding for a full range of reproductive rights by adding \$1 million

for Planned Parenthood following the Governor's veto of state funding for family planning programs.

Goal #157

Page 59. "Existing city ordinances protecting civil service employees from sexual harassment will be strictly enforced."

I have gone even further, and signed new ordinances drafted at my request that add new protections for civil service employees facing sexual harassment. On April 26, 1989, I signed the city's first-ever "whistleblower" legislation, which sets up an investigative unit on improper government activities, including sex-based discrimination and sexual harassment. Over half the investigations to date have involved women employees. In June 1989, I signed legislation which makes the Commission on the Status of Women fully independent and gives it significantly stronger legislative mandates to confront sexual harassment in the workplace.

Goal #158

Page 59. "We must marshal existing resources in San Francisco and pressure the state to provide adequate reimbursements so more obstetricians will accept Medi-Cal payments."

The Margolin legislation at the State Capitol will provide for better MediCal payments to obstetricians.

Goal #159

Page 60. "Too many domestic violence and sexual assault cases which are reported are not fully prosecuted because of funding inadequacies in the District Attorney's Office and Police Department. We can correct that . . . and we will."

The percentage of cases prosecuted in both instances is up, and the rate of convictions is up.

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PRESERVING THE ENVIRONMENT

Goal #160

Page 60. "There is a need for review and room for improvement in the city's long-term arrangement for handling solid waste removal and disposal. I would encourage more environmentally sound waste management programs such as recycling through a comprehensive citywide curbside recycling pickup."

A city-run voluntary recycling program began in April 1989, reaching over 28,000 households. We have collected over 1,300 tons of material, or 15% of all waste generated in these households. By January 1991, the entire city will be included in this program.

Goal #161

Page 60. "We should reconsider the formula used to pay for solid waste removal and disposal; we must place a much higher priority on environmental aspects of solid waste management."

The recycling program I helped launch provides a more environmentally sound approach to solid waste management.

Goal #162

Page 61. "The many city boards and commissions which affect our everyday lives could benefit from an infusion of fresh thinking and new voices. As Mayor, my appointees will bring dedication, independence and sensitivity to the concerns of neighborhoods."

The Parking and Traffic Commission began holding neighborhood meetings in 1989. I have introduced legislation to remove current legal barriers that prevent other Commissions from meeting in the neighborhoods. Allowing commissions to meet in the neighborhoods will bring them closer to the real issues confronting the citizens of our city.

Goal #163

Page 61. "I believe we face crucial open space and park needs, especially in older, underserved neighborhoods such as Chinatown, the Tenderloin, and South of Market."

Goal #164

Page 61. "San Francisco's livability depends on keeping our

commitment to open space acquisition, park maintenance, and renovation.”

I actively supported Proposition E on the November 1988 ballot, which authorized the continuation of the Open Space Fund. The ballot measure was successful.

We have ended the talk and started work on long-awaited open space and recreation goals — the new public access Pier Seven at the waterfront, a first new park in Chinatown since 1974, leasing property for a new recreation center in the Richmond, a \$4 million park and recreation center South of Market, a new park in the Tenderloin, and acquiring half of the land for a new India Basin park that can help serve Hunters Point and which will be a key component in the “Ring Around the Bay” waterfront trail.

Goal #165

Page 61. “I also support keeping playgrounds open in the afternoon for our children.”

The city has 42 after-school programs; all playgrounds are open after school, 13 gyms are open at night; and 60 city recreation centers are open at night. In 1989, the Recreation and Parks Department distributed its schedule of all summer children’s programs for the first time to 65,000 school students. As a result, participation went up 65 percent in targeted neighborhoods.

Goal #166

Page 61. “I strongly support extension of the Open Space Fund and will actively support a ballot measure to authorize its continuation.”

I supported and worked for the November 1988 ballot measure, which won strong voter approval.

Goal #167

Page 61. “To prevent further damage from the city’s waste discharges, I will lobby for release of U.S. Environmental Protection Agency funding needed to bring San Francisco into full compliance with Regional Water Quality Control Board requirements.”

The city took major steps last year towards coming into compliance with provisions of the federal clean water standards for sewage outfall. The Yosemite/Fitch facility, the Griffith Pump Station and Southwest Ocean Outfall Pump Station were completed last year.

The sale of \$145 million in General Purpose Sewer Revenue Bonds will allow us to finance the local share of the next phase of Clean Water Program. The major component of this project is the new southwest ocean sewage treatment facility. Construction on this new facility will allow the city to operate a sewage treatment program that exceeds federal standards for sewage outfall.

Goal #168

Page 61. "I will continue to aggressively resist water projects such as the "Son of Peripheral Canal" or other water transfer schemes which would severely damage the ecological balance of the Bay."

In 1989, in conjunction with the other members of the Committee for Water Policy Consensus, I reaffirmed our position that we will never support the Peripheral Canal as a viable alternative to providing water to the southern part of the state.

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HONOR LABOR

Goal #169

Page 61. "I propose bringing back good jobs to San Francisco as well as preventing good jobs from leaving the city. This requires the kind of leadership at City Hall that aggressively pursues economic development and business plans outlining specific goals and strategies which, in turn, produce jobs for San Franciscans."

I have worked and succeeded in expanding such businesses as United Airlines, and bringing us such businesses as The Gap and UTA French Airlines.

In an effort to better position us as an international marketing center, I have secured a U.S. State Department Pierson Fellow to assist my staff, and won designation of San Francisco as the first American city to host the Pacific Rim Conference in 1990.

My Real Estate Task Force also has helped identify business sites. In 1988 and 1989, some 5 million square feet of space was leased by businesses, including over 330,000 square feet from businesses new to the city and over 3 million square feet from businesses which relocated but chose another San Francisco location.

Goal #170

Page 62. "As Mayor, I will actively seek out and encourage labor's participation in such a plan. I want to target jobs which offer our people the kind of security and stability which union members have traditionally enjoyed in our city.

Labor is a member of the Economic Development Council, and I will name labor representatives to the San Francisco 2000 Committee.

I am supporting the efforts to hold the Marriott Corporation to its pledge to allow free access for unions to organize workers, and I have assisted in management-labor negotiations to create productive solutions.

Goal #171

Page 62. "My economic plan will include enabling our Port to seek out cooperative ventures with Oakland which will create the true competitiveness that is necessary for us to bring back the maritime industry in a substantial way."

We are working together on plans affecting San Francisco Bay shipping lanes.

Goal #172

Page 62. "As Mayor, my leadership will make a clear unequivocal statement that this city respects, understands, and values what the trade union movement means to working men and women in San Francisco. Our economic plan will seek out and encourage employers who share these values and assist such firms which are already here."

I successfully intervened in the private hospitals strike and helped negotiate a good agreement for some of the lowest paid hospital workers. My negotiations with city workers also have been respectful and provided the full level of support our city could, within budget constraints. I have strongly supported labor in the dispute with the new Marriott hotel.

Goal #173

Page 62. "There will be tough budget decisions to make in the future and resources must be used wisely. But we also must treat our employees fairly. Our labor relations decisions must incorporate fairness in hiring, testing and promotions, support for comparable worth and collective bargaining with binding arbitration for police,

fire and other employees who are not afforded the right to strike.”

When I entered office and found the city’s largest-ever budget deficit, I asked city workers to accept a one-year wage freeze. They agreed, and the result was a major aid in closing our budget deficit.

I have made changes, and won voter approval for additional changes, which reflect my approach. The voters passed Proposition F in November 1988, which transferred labor relations responsibility from the Board of Supervisors to the Mayor.

At the same time that an in-house Employee Relations Division was being established, 29 labor contracts were up for negotiation in 1989. Of those contracts, 28 were successfully negotiated and ratified by the union membership covering more than 20,000 employees. These contracts, spread over a one-two-and three-year period, provide for no new costs to the city during the first year and for only minimal expenditures in subsequent contract years.

Goal #174

Page 63. “Working men and women of San Francisco are assured an important place in the Agnos Administration.”

I have appointed labor officials to key city commissions, and consulted with them frequently on policies of special import to labor, as well as drawn on their talents to help all people in San Francisco.

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MINORITIES

Goal #175

Page 63. “As part of meeting this challenge, I am committed to full representation of women and minorities in hiring and appointments at all levels. I will require all of my appointees and administrators to share this commitment.”

Goal #176

Page 63. “An Agnos Administration will enforce affirmative action in mayoral appointments, integration of greater numbers of minority people in all phases of the civil service, and in the letting of a fairer number of city contracts to businesses owned by women

and minorities.”

We have made significant strides in the Fire Department, including naming the first-ever African-American Deputy Fire Chief, and are doing better at the Police Department, including naming the first-ever Asian-American Deputy Chief. I have created the first-ever Mayor’s Affirmative Action Task Force to monitor city departments, and more than half the department heads (e.g. Port, PUCDSS, Youth Guidance, Rent Stabilization Board, Traffic and Parking) hired in my Administration have been women and minorities.

Goal #177

Page 63. “Increased housing opportunities for minorities, as well as for all low- and middle-income people in San Francisco, will be at the top of my list of priorities.”

Among the housing initiatives I have taken was changing the home ownership program on parcels in Bayview-Hunters Point to allow greater opportunity for first-time buyers.

Goal #178

Page 64. “I will examine and expedite the payment schedule for minority contractors doing business with the city.”

In June 1988, voters approved a “prompt payment” Charter amendment which allowed the Controller to streamline the payment process for all contractors. In some cases, such as at the Library, we have reduced the number of documents required for payment to be processed by 65%.

Goal #179

Page 64. “City agencies, like the Planning Department, should be staffed with bilingual people who can work with minority-owned businesses struggling to get through the permit process.”

The city pays a special salary premium to encourage bilingual hiring. Some 20% of all city employees qualify for this premium.

Goal #180

Page 64. “All San Franciscans, regardless of their language or ethnic heritage, will be able to have their problems or views listened to and acted upon at the Mayor’s Stations I set up throughout the city and in City Hall itself.”

I have bilingual staff in the Office of Citizens Assistance and at the Mayor's Stations.

EQUAL TREATMENT FOR NEIGHBORHOODS

Goal #181

Page 64. "Those neighborhoods which have been traditionally ignored and overlooked must be given equal treatment with the most affluent areas. They should not be second-class colonies where everything others don't want ends up — from porno shops to sewage treatment plants."

We now have plans or have completed the first new parks in Chinatown, the Tenderloin, South of Market and the Richmond. I have also developed a pilot recreation and after-school program on OMI, earmarked \$5 million for economic development in Bayview-Hunters Point, and developed a model neighborhood business pilot program for the Mission District.

IMPLEMENTING GAIN

Goal #182

Page. "As the author of this law, I'll see that it works in San Francisco."

In 1989, during the first year of operation, GAIN registered over 1,200 participants. Over 500 participants were enrolled in education or training programs. There have been 100 persons in the GAIN program who have found employment, 40 of whom are no longer on Aid for Dependent Children (AFDC).

THE HOMELESS

Goal #183

Page 65. "One of my goals as Mayor will be to implement a proper case management system that comprehensively addresses the problem of the homeless. That system must distinguish between people and the reason they are homeless . . . Then we can concentrate services which are already available to help them (for example, programs for veterans, AIDS, unemployment, drug abuse, youth). This approach will be much more effective and will cost no more than the present programs."

I held public hearings on a Homeless Master Plan and am implementing it. We have extended the time a person can stay in a hotel program, hired homeless people as hotel inspectors, created a program to help those entitled to federal benefits to receive them, created an Interfaith Task Force to help shelter up to 250 more homeless in the Winter, and won \$6 million in new federal funding for housing programs.

Goal #184

Page 65. "One area where we are making progress is a model state program for homeless youth established with a law I passed two years ago with the help of Coleman Advocates for Children and Youth."

In June 1988, city funding and oversight of homeless youth programs was transferred from the Mayor's Office of Criminal Justice to the Department of Social Services. New staff was added to coordinate services to homeless teens and to train foster parents so that youngsters can move out of emergency shelters and into stable homes.

The Department of Social Services developed a plan for collaborative services with the new adolescent unit and four Homeless Network agencies — Larkin Street, Diamond Street, Hospitality House and Huckleberry. As a result, the department is supporting the Homeless Youth Network's plans to purchase a building to establish a transitional residential facility for sexually and emotionally exploited youth.

Goal #185

Page 65. "Instead of arresting drunks (unless they are violent or dangerous), let's send them to alternative detox facilities similar to San Diego's. There they can have a chance to break their dependence

and stay off the streets.”

As part of my Homeless Master Plan, I have made it a priority to develop a shelter and drop-in center for active substance abusers on the street. The shelter and drop-in program will function in close coordination with the primary detoxification center Ozanam run by the St. Vincent de Paul Society.

IMPROVE SERVICES FOR CHILDREN

Goal #186

Page 66. “Our children services system is in chaos. Coleman Advocates for Children and Youth and other neighborhood-based groups believe that children and family issues must be placed at the top of the next Mayor’s agenda. I agree.”

Goal #187

Page 66. “A new Office on Children, Youth and Their Families would work with public and private nonprofit agencies to plan and coordinate a full range of programs, including preventive plans, and service delivery systems.”

In 1989, a newly created Mayor’s Office of Children, Youth and Their Families was established to coordinate new and existing programs, including an inter-agency approach to the issues. I also created the first-ever Children’s Budget which specifies areas in the city budget of particular importance to our city’s programs for children, and increased funding despite the deficit recovery effort.

The Department of Social Services took over the Shelter Program for children. This change reduces fragmentation of services for children who are removed from their families due to abuse and neglect.

Goal #188

Page 66. “The Mayor, the Board of Education, and the Superintendent of Schools must forge a partnership to bring excellence to the schools . . . and to use facilities after hours.”

We have a new partnership that lets us use facilities after-school, and also lets the school system draw on our Recreation and Parks Department to supplement an enriched after-school program. I have appointed Kathleen Sullivan-

Alioto as the Volunteer Mayor's Education Coordinator.

Goal #189

Page 66. "We can also teach young people trades; not every kid goes to college, and lack of vocational training contributes to high dropout and truancy rates."

The San Francisco Conservation Corps has continued its excellent record of service, bringing skills and discipline to the youth of our city. The Corps this year became the model program for a national program of local conservation corps, with representatives from throughout the country studying the way that our Conservation Corps works. The Corps played a crucial role in providing basic services to those areas of the city that had been impacted by the recent earthquake.

Goal #190

Page 66. "I will work to expand infant care and to extend child care hours; bus drivers, police officers, nurses and other working people often don't work from 7 a.m. to 6 p.m."

The MUNI and the nurse contracts both contain commitments of up to \$100,000 to be used to develop new child care resources for city workers.

In 1988, I launched a first-of-a-kind child care program which uses local, state and federal funds to train child care providers and help them meet health and safety codes. In this program city architects and planners help the Mayor's Office of Community Development cut red tape with city departments. More than 30 centers have started.

In 1989, fee-supported child care facilities are being studied for employees at San Francisco International Airport, and a fee-supported child care program for city employees will be started in a facility operated by the Recreation and Parks Department.

Goal #191

Page 66. "The city can work to cut red tape so more family day care centers can open."

I have named a Director of the Office of Child Care, and am working to have more San Franciscans trained to become child care providers in the neighborhoods. We are opening neighborhood childcare centers at the rate of one a month.

Goal #192

Page 66. "Implementation of my GAIN legislation will also bring new child care resources into San Francisco."

The Mayor's Office has received a grant from the State Department of Education for a local child care/coordination effort for \$25,000. The grant will be used to analyze and assess children's needs in the city. As a part of this grant, we are planning four neighborhood meetings focused on child care needs and priorities, including those of public housing tenants.

Goal #193

Page 66. "We also need more quality after-school programs, including tutoring, job training, arts, music and sports."

We have launched a wide array of after-school programs, ranging from art programs to sports to special field trips.

Goal #194

Page 66. "We can have a better library system with greater availability of computers, videos and tapes."

I strongly endorsed and Sherry Agnos co-chaired the "Yes on A" campaign which passed with about 77% of the vote. The \$110 million bond measure means the city will have a new library that will feature an electronic library on Marshall Square as well as improvements to the branches.

Goal #195

Page 66. "All of these are activities which have been affected by budget cutbacks; increased public and private contributions must be found to support them."

San Francisco business leaders have been generous in funding a wide array of new programs to help children, including library programs.

Goal #196

Page 67. "Programs must concentrate on keeping families together."

I have named a Family Policy Task Force, which is working to remove barriers that families can face. Among the issues it is examining is reimbursements for grandparents who are raising a grandchild, and family care leave.

Goal #197

Page 67. "We must act decisively to improve the mental health delivery system, especially as it affects children. Because of a chronic lack of space, dozens of kids who are sick, suicidal, and sometimes violent, languish in mental wards housing deranged adults. More emphasis is required on less costly and often more effective preventive care."

In 1989, San Francisco was the only site in California selected by the Robert Wood Johnson Foundation to develop a comprehensive service plan for young people with mental health problems. The Departments of Public Health and Social Services are the lead agencies working on the grant to develop a more coordinated system of care for children.

Goal #198

Page 67. "Our juvenile justice system should coordinate efficiently with public and neighborhood services and be focused on prevention."

In November 1989, voters approved a ballot initiative to create a City and County Juvenile Probation Department. A nationwide search resulted in the hiring of a new Chief Probation Officer, Fred Jordan, and the new Commission will be appointed shortly. Membership in the commission will include a broad cross-section of the San Francisco community as well as individuals recommended by the Superior Court. Activities are also under way in a broad range of areas, including a Gang Prevention Project, neighborhood-based activities, and new teen job programs.

Goal #199

Page 67. "We need case workers equipped with real employment and recreational opportunities who can help children on the streets, in schools and homes."

The Department of Social Services is placing social workers in the community, including Housing Authority sites and health centers.

Goal #200

Page 67. "Multipurpose community centers would enable children to do more than play basketball. Employment training, school tutoring, health education, and reading are creative programs we can sponsor through public-private partnerships, foundation and grant

funds, and city help.”

The Recreation and Parks Department created a new subdivision for Children’s Services. The Recreation and Parks Department is developing a plan for programs directed toward “at-risk” youth. Emphasis in the Recreation Division will be on new and expanded programs for teens. The Hamilton Recreation Center will be converted into a multi-service agency.

Goal #201

Page 67. “Finally, kids need to have fun if they are to grow and mature properly. The city can help find places for after-school and weekend socials, dances and other forms of wholesome recreation where children and families throughout the city can socialize on a multiethnic basis away from drugs and other harmful elements.”

The Recreation and Parks Department provided the use of Camp Mather on Memorial Day Weekend, 1989. Eighty to ninety at-risk gang kids of multicultural background, as well as some developmentally disabled youths, participated in cooking, serving, clean-up, sports, dancing, films and other voluntary activities. The event is scheduled to take place annually.

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ENHANCE EDUCATION

Goal #202

Page 67. “In Boston and Baltimore, local firms work with school systems to guarantee jobs to all graduating high school students who meet basic standards for reading, writing and oral communication . . . This program would give business a chance to influence school curriculum and offer youths an incentive to excel and to graduate.”

Goal #203

Page 68. “I will also work for the creation of internships for students and matching businesses with adopted schools to benefit both the students and the sponsoring companies.”

Goal #204

Page 68. “The Mayor, in partnership with the Board of Education and the Board of Supervisors, should sponsor annual confer-

ences on public education where teachers, students, administrators, business leaders, P.T.A.s and the community can evaluate what is happening and plan for the future.”

Goal #205

Page 68. “Such a session could explore adding new languages to the public school curriculum, such as Chinese, Japanese, Korean, and Tagalog.”

I have endorsed Project Star, and named Kathleen Alioto as its director, to bring this model to San Francisco. I had planned to launch the first conference the week of the October 17 earthquake. It is now being rescheduled.

Goal #206

Page 68. “There is much the city and an activist Mayor can do to ease some of our schools’ financial burdens. City services — like health care, social services, and recreational programs — can be offered to compensate for forced cutbacks in education funding.”

We have helped with the special after-school reading programs at the library, the arts and recreation programs at our parks, and added health care services.

Goal #207

Page 68. “I also support locating more teen clinics in public schools, such as the clinic at Balboa High School.”

During the years of budget deficits, the Balboa teen clinic was fully funded. This model is currently being analyzed for cost efficiency.

Goal #208

Page 68. “There is no excuse for the delay in eliminating asbestos from our schools. It is everyone’s responsibility.”

The school bond I sponsored in June 1988 will pay some of these costs.

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MAKE INFRASTRUCTURE REPAIRS

Goal #209

Page 69. "San Francisco needs to make a long-term commitment to infrastructure repairs . . . Financing should come from general obligation bonds. As Mayor, I will see to it that those bonds are put on the ballot."

The first bond, Proposition A, was passed in November 1989. Other bonds are being prepared for consideration by the voters.

Goal #210

Page 69. "We must set priorities for infrastructure repairs. Preference should be given to health- and safety-related projects, such as removing asbestos from schools."

The November 1989 Proposition A infrastructure bond followed this approach; the remaining bond proposals will also address this goal.

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REVITALIZE THE WATERFRONT

Goal #211

Page 69. "My goal as Mayor is to sponsor a new planning approach which enhances maritime-related job opportunities and favors recreational uses and open space."

The Port of San Francisco appropriated \$2 million in funding for Pier 7 public access and fishing pier along with Recreation and Parks and other state and federal agencies.

The proposed Sailing Center at Piers 24-26 also provides a maximum opportunity for recreational maritime activities, a hotel and public access. The project would convert two dilapidated piers into a premiere center along the West Coast for sailing events.

We have actively promoted the resurgence of San Francisco's cruise ship business which provides jobs for small businesses that supply ships and tourist-dependent businesses.

Goal #212

Page 69. "I would halt all new projects until guidelines for future planning are developed; complete an intensive, professional examination of all existing planning and project data on the Port and related neighborhood needs; adopt distinct waterfront planning zones and recruit planning task forces from each zone that reflect a real-life mix of users, owners, merchants, and residents."

My request to fund a strategic plan for the Port was rejected by the Board of Supervisors in 1988; it was finally approved in 1989, but some projects had to go forward in the interim.

Goal #213

Page 69. "It [the Port] has been roundly criticized for a high vacancy rate, ineffective property management, and lack of strategic planning. The \$70 million San Francisco receives annually from the cruise-ship trade is being threatened by inadequate passenger facilities."

I named a Cruise Ship Task Force, set the first-ever cruise ship promotion budget, and am working to develop a new Cruise Ship Terminal. We also are moving forward on the Port strategic plan.

Goal #214

Page 70. "The economic potential of the Port warrants the recruitment of a top-notch port director who will undergo a vigorous screening. I will conduct a nationwide search for that person."

The search was conducted by a "Big Six" accounting firm, and the interview and selection process included input from commissioners, Mayor's staff and community leaders. A new port director was named: Michael Huerta.

Goal #215

Page 70. "Priority in any redevelopment of Fisherman's Wharf must be given to commercial fishing activities . . . We could be the West's seafood trade center . . . with the right facilities, planning and government help."

The Port has completed designs for Hyde Street Harbor with 88 new commercial fishing berths and amenities for fishermen (e.g., showers, convenience store, laundry). The plans call for measures that will improve water quality.

Funding for the Harbor has been partially secured and the Port is currently awaiting certification of its environmental document to seek the balance of the funding from various sources. The second component of the project provides for the modernization of fish handling facilities at Pier 45 to upgrade utilities.

Goal #216

Page 70. "Legislation I've written will create a Fisheries and Environmental Research Center at Pier 45."

The State Coastal Conservancy concluded in its study that there is a need for such a center. The Conservancy has expressed an interest in funding the next step — a feasibility study that will analyze technical details such as funding, design and management. They have proposed that the Port of San Francisco be the recipient of these funds to conduct the study and, in early 1990, we will seek formal approval.

COOPERATION BETWEEN THE MAYOR AND THE BOARD OF SUPERVISORS

Goal #217

Page 71. "That means consulting with them. It means involving them in developing specific elements for the many programs I have outlined. And it means working toward consensus. Much more gets done for people when politicians put their personal agendas aside."

I have named members of the Board of Supervisors to serve on special task forces, including the Task Force to evaluate reactivating the Commission on the Status of Women; implementing a homeporting plan after the USS *Missouri* election; on the Family Policy Task Force; among others.

When I took office, I established a weekly meeting with the President of the Board of Supervisors to ensure that communications are kept open.

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